

THE STATE OF DELAWARE  
DEPARTMENT OF TRANSPORTATION

SEP 13 '12 @ 10:30

In re: )  
 )  
Contract T201280101.02 )  
Fabric Building Replacement )  
Statewide )  
 )

TRANSCRIPT OF PRE-BID MEETING

Bidders Room  
800 Bay Road  
Dover, Delaware 19901  
September 6, 2012  
10:35 a.m.

CONDUCTED BY: SCOTT GOTTFRIED

APPEARANCES:

Edwin Tennefoss - DelDOT  
Matthew Lichtenstein - DelDOT  
Paul Turner - DelDOT  
Charles Ware - Kent Construction  
David Gray - Bob Breeding General Contractors  
Jim DePaul - JDE, Inc.

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ORIGINAL

1 MR. GOTTFRIED: Good morning,  
2 everybody. This is a non-mandatory prebid  
3 meeting for contract number T201280101.02, fabric  
4 building replacement statewide.

5 Welcome. Thank you for coming. My  
6 name is Scott Gottfried. I'm the competitive  
7 bids contract coordinator. This is a 75 calendar  
8 day contract. Today's meeting will start with me  
9 talking about the administrative handling of the  
10 contract. Then I will turn the program over to  
11 the engineering staff and consultants to discuss  
12 the specifics of the work.

13 As we go along, if you have a  
14 question, please ask. As you can see, we have a  
15 court stenographer here to create a transcript of  
16 the meeting. Please, when you're asking your  
17 questions, I ask that you state your name and the  
18 company or organization you represent, and only  
19 one person speak at a time.

20 Procedures before bidding. All  
21 questions must come to me. This process is very  
22 simple. Is it in here? One second. Actually,  
23 for this project, I'm going to change what our  
24 normal standard is, because I'd like to keep a



1 hold on -- there's some questions coming in  
2 regarding the unique nature of these fabric  
3 building replacements.

4 So if you have questions, since you  
5 are here, please submit those to me by either  
6 fax, which is (302) -- what is our fax number?  
7 739-2254. I've been off too long. Or you can  
8 submit those as an e-mail to my direct e-mail  
9 address, which is Scott.Gottfried@state.de.us.

10 This will allow you -- in turn allow  
11 you to ask your questions in your own words.  
12 Please do not call the consultants, and please do  
13 not call the engineer. If there is a true need  
14 to speak with them, I will make arrangements  
15 available for that process to happen. This is  
16 the most efficient way for this to be handled.

17 If questions result in information  
18 that all bidders need to be aware of, the  
19 information will be distributed via addendum.  
20 After this meeting there will be at least one  
21 addendum issued to each of those attending this  
22 prebid meeting. The addendum will consist of the  
23 plans and minutes -- or will consist of any plan  
24 changes, minutes of this meeting, and a sign-in



1 sheet. Please note, since this is a  
2 non-mandatory meeting, there can be other people  
3 that bid that aren't on the sign-in sheet.

4 Please note, a subcontractor  
5 category list will be established and mailed to  
6 you, and a list of attendees.

7 I strongly encourage you to look  
8 over the plans as soon as you can. Bids will be  
9 taken on October 2, 2012. You must have all  
10 questions or equal approvals, changes in the  
11 designs, and if you get the idea there's a little  
12 flea you want to add to the top of the monument,  
13 seven calendar days before the bid opening. I  
14 usually give you five. I need this at least  
15 seven, due to the fact that we need to go through  
16 review. It takes longer for me to get this off  
17 to the engineers here, and then to get their  
18 consultant to come back and agree to it.

19 If it causes an addendum or any type  
20 of structural change, I can almost guarantee you  
21 the date will be pushed out. Please note, I  
22 prefer not to do that, but if you do have a  
23 unique or innovative idea on how to do this,  
24 please let the Department know.



1                   We'd like to get these built before  
2 winter, if I'm correct, Edwin?

3                   MR. TENNEFOSS: We want to do all we  
4 can.

5                   MR. GOTTFRIED: We're in a major  
6 push. These are our salt barns, just to give you  
7 a little background on this. These three  
8 buildings are our salt barns, and we do need  
9 these in case we have a disastrous winter.

10                   Joint ventures. If any firms are  
11 planning to bid as a joint venture, both firms  
12 need to be registered. If you are not currently  
13 registered with the Department, please stop by  
14 the window over there and pick up a registration  
15 package.

16                   Please note that the certification  
17 and bid bond forms in the back of your proposal  
18 do not encompass a joint venture. You must  
19 contact my office, which is me or any one of my  
20 staff, and we will get the correct joint venture  
21 forms out to you so that both the people can sign  
22 them.

23                   Bonding requirement. This contract,  
24 as every other DelDOT contract, does have a



1 bonding requirement. It's a 10 percent bid bond,  
2 100 percent performance bond. Please note, I  
3 cannot accept bonds with riders or restrictions,  
4 and you must use the forms that are in my  
5 proposal.

6 If you choose not to use the bond  
7 form that's in my proposal, your bid will be  
8 considered nonresponsive and you will be  
9 rejected. There is no if, and's or but's. This  
10 is a State law written into the State Code, this  
11 is not a DelDOT issue. I have no choice. I've  
12 gone to court at least seven times with this. I  
13 have not lost yet. Okay?

14 If your bonding company has an issue  
15 with using our bonding form, please have your  
16 bonding company call me, and I will work out the  
17 details.

18 Standard specifications dated  
19 August, 2001, are the governing body for this  
20 project. You can buy them from my office for a  
21 cost of \$42. If you prefer -- I'm a  
22 cheapskate -- you can go online and print these  
23 in PDF at my website, which is [www.delDOT.gov](http://www.delDOT.gov).  
24 You would go under publications, take standard



1 specifications for bridge and road design,  
2 August, 2001, and you can print that off.

3 Now, while we're talking, I'm going  
4 to make it very clear from the date this  
5 advertised, all updates to the standard  
6 specifications that are on the web are  
7 encompassed in this proposal. There's a sheet in  
8 here on page 18 or 19, I'm not sure which it is,  
9 it gives you a link, it gives you all the updates  
10 that we've done in the past year.

11 We used to put those updates in the  
12 proposal book. We do not anymore, because  
13 they're too lengthy. You are required to read  
14 those, and they're only online. I seriously  
15 suggest you take a moment and look through those  
16 before you bid. They are included by reference.  
17 I will hold you to those. If you bid this  
18 without taking a look at those, I am so sorry.

19 The reason I'm making a big deal  
20 about this is because we've had people say I  
21 didn't know that. I'm so sorry. If anything in  
22 those updates pertain to you, please take note  
23 and use it appropriately.

24 The next thing I'm going to do, I'm



1 going to go over the bid forms. Okay? Bid forms  
2 are in the back of your book. Please note  
3 there's an Expedite bid disk that you can use,  
4 the program Expedite, to turn in with your bid in  
5 a hard copy, so that you don't make any  
6 mathematical errors. Which would really be hard  
7 here, since there's only two items, okay? This  
8 is not a really big project. But please note,  
9 the bid form must be typewritten. No exceptions.  
10 Okay? That's why I suggest you use the Expedite  
11 form, because most companies don't have  
12 typewriters.

13 If for some reason you do decide to  
14 type this and you want to make a change to your  
15 bid, because I do understand with the industry  
16 you're in you guys will possibly be making last  
17 minute bid changes out in my parking lot, because  
18 a subcontractor calls you ten minutes before the  
19 bid opening and you'd like to use his price  
20 versus somebody else's. You may strike a single  
21 black line through the typewritten bid, legibly  
22 write the corrected amount, and initial it. I  
23 will accept that. Okay?

24 But you can't type in a zero dollar



1 amount and then take out a zero. There must be a  
2 price in that box. Make it clear on that. Okay?

3 Please note, if you're out in your  
4 truck at the last minute and you're trying to put  
5 in a new number, please make sure -- this one  
6 you're pretty safe. I'll take that back. These  
7 are both lump sums, so your extended amount is  
8 the same as your unit price. There is no change  
9 in that, so we won't even go over the point about  
10 if there was units of issue. Okay?

11 When I say legibly write the  
12 corrected amount, I need to be able to tell the  
13 difference between an 8 and a 9 and a 6 and a 5.  
14 And I know that sounds really kooky, but I've had  
15 people write that, and it's made a difference in  
16 the bid, and this person's number I couldn't  
17 decipher, I did disqualify. Please, please,  
18 don't do that. I don't like tossing anybody's  
19 bid, even though it sounds like I get enjoyment  
20 from it.

21 There is a breakout sheet to be  
22 included with this project. You must turn this  
23 breakout sheet in at the time of bid. No  
24 exceptions. This breakout sheet can be



1 handwritten. Please note I'm contradicting  
2 myself now. The breakout sheet can be  
3 handwritten.

4 I must have the breakout sheet  
5 turned in. You may not bid a zero dollar amount  
6 for anything on the breakout sheet. The breakout  
7 sheet is to be considered the same as the bid  
8 forms. You may not bid zero dollar amounts. All  
9 the rules that apply for the bid forms apply for  
10 this, except for you may hand write this.

11 Please note, if you put the amounts  
12 on your breakout sheet, this breakout sheet is  
13 for the buildings. There are three separate  
14 buildings you're going to be fixing or replacing.  
15 If the total on this breakout sheet doesn't match  
16 the total that's on your bid form, I will use  
17 this for the basis of reference, and make this  
18 price the price you put on your bid form.

19 Does everybody understand that?  
20 This price on this breakout form overrules  
21 everything. So if you make a mistake in adding,  
22 and this is different from the breakout form, I  
23 will fall back to this. Okay?

24 Any questions so far? All right.



1 At the end of this meeting we'll do a list of  
2 subcontractors that you might need for this.  
3 We'll decide that later. We'll also decide the  
4 percentage you guys want to use for this. Since  
5 it is a vertical structure, I am willing to  
6 alleviate the 51 percent rule that DelDOT has,  
7 because I know with most vertical construction,  
8 you guys cannot complete all the work or complete  
9 51 percent. We'll talk about that at the end.

10 This is the certification page.  
11 Please note, as some people lately have done,  
12 this is a two-page form. There is a back to it.  
13 So if your secretary copies the front and not the  
14 back, you don't have a certification form. It is  
15 two pages.

16 Please note, at the top it says "the  
17 undersigned bidder." That is the name of the  
18 company that you represent, not the person  
19 filling out the form. Okay?

20 At the bottom of this it says,  
21 "Failure to acknowledge receipt of all addenda  
22 will result in your bid being declared  
23 nonresponsive." I've already said there's going  
24 to be at least one addendum on this project.



1 Please make sure you fill in that date and the  
2 addendum number. If there's more than one, you  
3 must fill those in.

4 If you're concerned about how many  
5 addendums there are, this is on the web. All the  
6 addendums will be on the web the day before you  
7 bid. So if you want to know how many addendums  
8 there are, just go out on the web and look.  
9 There should be no reason you get disqualified  
10 for not acknowledge an addendum.

11 On the back is where you have your  
12 signature and your corporate seal, and where it  
13 has to be notarized. Please make sure that the  
14 person that's signing attesting to the corporate  
15 seal is not the same person that signs obligating  
16 your company into the business. Those two  
17 signatures cannot be the same. Whoever attests  
18 to the corporate seal, somebody else has to sign.  
19 Okay?

20 If you don't know where your  
21 corporate seal is, you may draw your corporate  
22 seal on this. Please note, one of the other  
23 things I see happen a lot, for some reason, it  
24 should never happen, but it does, the notary



1 public will stamp the project and sign it, but  
2 then won't give it back to the owner so that he  
3 can sign. Okay?

4 This form is attesting to your  
5 non-collusion. If it's filled out incorrectly  
6 it's an automatic disqualification. I don't have  
7 any choice. Okay?

8 The last form is your bid bond form.  
9 This is a State-regulated form. It's been  
10 approved. You have to use it. If your bond  
11 company doesn't like it, please have them call  
12 me.

13 Now, on the bid bond form, you have  
14 a not to exceed number. If your bonding company  
15 requires you -- we ask for a 10 percent bond --  
16 requires you to put 10 percent with a not to  
17 exceed number, please round up that not to exceed  
18 number several hundred dollars.

19 Please do not put an exact figure,  
20 for the simple reason is, I've had people make a  
21 mistake, and they put in -- I have to make a --  
22 let's say I have to make a 5 cent mistake.  
23 That's a nickel. So your total bid goes up by a  
24 nickel, because it's an adding calculation, which



1 I would do for you. You're not disqualified.  
2 But if you put an exact amount with a not to  
3 exceed and your bid bond is short a nickel, I  
4 will not ask you for a new bid bond. You will be  
5 disqualified.

6 So my suggestion is, just put 10  
7 percent of your bid and don't worry about the not  
8 to exceed amount. But if your bonding company  
9 requires you to do that, please round up several  
10 hundred dollars, just in case, \$1000, just in  
11 case for some strange reason I have to make a  
12 change to your bid and all of a sudden your bid  
13 is more than what your bond says not to exceed.  
14 Because I cannot call you back.

15 And believe me, I hate losing money  
16 that way. I've lost millions of dollars because  
17 I've had to throw out a bond like that. We  
18 jumped one time from \$380,000 to a \$2 million  
19 project. Had no choice.

20 I've gone over the administrative  
21 handling of the project. Does anyone have a  
22 question? Before I go any further, standard  
23 specifications, if you're new bidding with us, I  
24 strongly suggest you read two sections and



1 understand the specs. If you don't read anything  
2 else, section 102.6 and section 102.07. These  
3 two sections are, accordingly, the first one  
4 tells you how to bid. It specifically tells you  
5 what I accept, what I won't accept. It is a  
6 blueprint on how to turn in your bid.

7 If for any reason any of your  
8 companies have a problem on bid day or the day  
9 before and need to know how to turn in a bid with  
10 me so that you don't get disqualified, call me.  
11 I will walk you through it. The only thing I  
12 don't want to hear about is your numbers.  
13 Everything else I will talk with you.

14 The second part, 102.07, is the  
15 eleven reasons why I will disqualify your bid.  
16 The word reading in that section says, "You shall  
17 be considered nonresponsive." When those issues  
18 come up, I do not have a catch-all. I can't call  
19 you and say, hey, can we fix this. If you make  
20 one of those eleven mistakes, your bid's toast.  
21 And believe me, I've been sued many a times.

22 So please don't make those mistakes.  
23 Any questions at all on turning in your bid,  
24 please contact me. I will be glad to talk with



1 you, even come in and see me. I do not want to  
2 get a bad bid. I really don't. It drives me  
3 nuts, especially when we're losing money.

4 Now, do you guys have any questions  
5 on what I've said so far? Okay. At this point  
6 I'm going to turn the meeting over to Edwin here,  
7 who is the project manager for this. And let him  
8 go over the specifics of the work.

9 MR. TENNEFOSS: Basically, this  
10 project consists of we have three existing  
11 salt -- salt barns, fabric salt barns, and they  
12 need to be replaced. They were existing  
13 Cover-All buildings, which no longer stand behind  
14 their buildings, and there were design flaws in  
15 it, and so, we need to replace the buildings with  
16 new buildings. And so, you guys will be  
17 providing us bids for replacing the building.

18 You can reuse the foundations to the  
19 existing buildings. I don't see any reason why  
20 that can't be done. But you do have the option,  
21 if it's cheaper for you to remove the existing  
22 foundations and build new ones, that's certainly  
23 an option. But they do need to still continue to  
24 be eight foot tall. We do need to have the



1 storage inside, so I do still want them to be  
2 eight foot tall.

3 MR. LICHTENSTEIN: We are  
4 anticipating the maintenance yards to be able to  
5 empty the salt from the barns, as construction  
6 proceeds, before construction begins. So that  
7 won't be an issue.

8 MR. TENNEFOSS: Yeah. We'll be  
9 coordinating, at the preconstruction meeting when  
10 you provide a schedule, we will need a schedule  
11 so that we can coordinate to make sure that the  
12 salt is out of the buildings prior to you guys  
13 coming in to do your -- to do your work.

14 The buildings themselves, we do not  
15 want back. The existing buildings we do not want  
16 back. They will be given -- you guys will have  
17 them. You can salvage them, or whatever. I know  
18 there's a lot of metal in the frame. You can  
19 take those to the salvage yard, or you know,  
20 dispose of it, if it's cheaper to dispose of. I  
21 would assume it would be a sizable salvage cost  
22 that, you know, I would also assume that you  
23 would be deducting from your bid, so that you're  
24 able to get down and get a little more



1 competitive.

2 But it is our intent to, for the  
3 top, you know, the fabric part of the building  
4 and structure to be removed and taken away from  
5 the site.

6 There are existing overhead doors on  
7 the ends that can be reused with the new  
8 buildings. There's nothing wrong with those  
9 doors, so we do intend to reuse those as part of  
10 the project.

11 That being said, I think that's all  
12 we've got.

13 MR. GOTTFRIED: All right. I have a  
14 couple things.

15 MR. TENNEFOSS: Okay.

16 MR. GOTTFRIED: Number one, does  
17 anybody want to do a site visit to the three  
18 sites? If you do, who do they contact, Edwin?  
19 You?

20 MR. TENNEFOSS: Yeah. Contact me  
21 and I'll make the arrangements, make sure  
22 somebody's there.

23 MR. GOTTFRIED: Give them your phone  
24 number, please.



1 MR. TENNEFOSS: My phone number is  
2 760-2368. If for whatever reason you can't get  
3 ahold of me, Matt?

4 MR. LICHTENSTEIN: I'm 760-2140.

5 MR. GOTTFRIED: Go ahead, sir.

6 MR. DePAUL: Jim DePaul. (301) or  
7 (302)?

8 MR. TENNEFOSS: I'm sorry. (302).

9 MR. DePAUL: (302).

10 MR. GOTTFRIED: Now, in regards to  
11 the two things I need to talk about, first of  
12 all, do I need any subcontractor categories?

13 MR. TENNEFOSS: Probably  
14 electrician, right? Does everyone --

15 MR. GRAY: Electrician.

16 MR. TENNEFOSS: There are interior  
17 lights that we have. I guess the lights can also  
18 be reused, but they need to be rehung back up.  
19 And the overhead doors need to be rewired.

20 MR. GOTTFRIED: Anything else?

21 MR. WARE: Charles Ware, Kent  
22 Construction. Building permits, impact fees,  
23 who's responsible?

24 MR. TENNEFOSS: Well, there won't be



1 any impact fees.

2 MR. WARE: No impact? Cool.

3 MR. LICHTENSTEIN: And no building  
4 permits, either. I believe we'll get back to you  
5 on that, but --

6 MR. TENNEFOSS: We'll confirm the  
7 building permits.

8 MR. GOTTFRIED: When the addendum  
9 comes out there will be an answer in there.  
10 Because you are working in two different  
11 counties.

12 MR. TENNEFOSS: Actually three.

13 MR. GOTTFRIED: Actually three?

14 MR. WARE: Since you're working in  
15 three different counties --

16 MR. TENNEFOSS: Yeah, Magnolia,  
17 Smyrna --

18 MR. LICHTENSTEIN: The sod farm is  
19 New Castle, Magnolia is Kent, and Dagsboro is  
20 Sussex.

21 MR. WARE: Charles Ware again, Kent  
22 Construction. Since you're working at three  
23 different counties, I'm assuming this job is a  
24 prevailing wage job?



1 MR. TENNEFOSS: Yes. Yes, it is  
2 prevailing wages.

3 MR. WARE: So it will be prevailing  
4 wage based on which county?

5 MR. GOTTFRIED: On the county you're  
6 working in, that is correct.

7 MR. WARE: Okay.

8 MR. GOTTFRIED: And just so you all  
9 know, it is a building wage rate, and all three  
10 counties are sitting in here. All three counties  
11 are here.

12 Is electrician the only thing you  
13 guys are going need? I know most of you guys are  
14 doing the work, you will mostly be doing the work  
15 yourself. There's no HVAC, no plumbing, there's  
16 really no site work on this. I'm just going to  
17 leave it for one subcontractor, electrician, just  
18 to be safe.

19 Does anybody in this room have a  
20 choice? Because since you were the three  
21 companies that decided to come to this, I'm  
22 making these up on what you guys need. Anybody  
23 else who didn't decide to show to my  
24 non-mandatory meeting, so sorry. I'm sorry that



1 you weren't here, but these are the categories  
2 we're going to pick. Go ahead, sir.

3 MR. WARE: Charles Ware, Kent  
4 Construction. Just for kicks and giggles,  
5 because of the potential option to replace the  
6 foundation, would you want to put in concrete as  
7 a sub?

8 MR. GOTTFRIED: No.

9 MR. WARE: I don't think that it  
10 would be replaced, but --

11 MR. GOTTFRIED: No. Because that  
12 would have to be negotiated -- well, not  
13 negotiated. That would kind of be like a sub to  
14 you. I'll be fine -- the reason I say no to that  
15 is because the plans right now do not call for  
16 you replacing the concrete foundation, and for  
17 you to call a concrete person and tell them I'm  
18 using you as a sub wouldn't the purpose of this,  
19 do you understand?

20 MR. WARE: Right, okay.

21 MR. GOTTFRIED: If I had concrete on  
22 there I would say yes, but I don't, so the answer  
23 is no.

24 MR. WARE: Cool.



1 MR. GOTTFRIED: If you get into  
2 that, that category wouldn't be under the  
3 subcontractor categories, because you've made an  
4 innovation to decide to do something outside of  
5 what we've asked you to do and you're bearing  
6 that cost to make your bid. So I wouldn't put it  
7 just for kicks and giggles, just because it's  
8 going to confuse somebody and cause problems in  
9 the long run.

10 MR. WARE: Right.

11 MR. GOTTFRIED: Yes, sir.

12 MR. GRAY: David Gray, Bob  
13 Breeding's. Overhead door.

14 MR. GOTTFRIED: That, I will put.

15 MR. GRAY: I know you're going to  
16 reuse the existing, but they'll have to take it  
17 down and put it back up.

18 MR. GOTTFRIED: Right. I  
19 understand. Now, please note, when the  
20 subcontractor categories come out, there will be  
21 a form in the addendum listing these two  
22 subcontractor categories.

23 I'm going to go over how to fill out  
24 this form real quick, just so that we're all in



1 agreement and everybody understands what we're  
2 requiring of you.

3 You must turn this form in at the  
4 time of bid. It cannot come in seven days later,  
5 cannot be turned in at a later time. It must be  
6 at the time of bid.

7 Please note, you must fill out both  
8 areas, even if your company is going to do the  
9 work. If you have electricians on staff and you  
10 want them to do the wiring, then you put down  
11 your company. I'll use Kent Construction here,  
12 since he's sitting right in front of me. He'd  
13 put Kent Construction for the electricians, his  
14 address, fill it out, okay? You cannot leave  
15 anything blank.

16 And please note, once these  
17 subcontractors get turned in, if you choose to at  
18 any point in the construction, for any reason, to  
19 change the subcontractor, there will be a cost --  
20 not a fine, a cost -- of \$2000 every time you  
21 change it.

22 Now please note, I have only one  
23 time, in the 15 years I've been here, changed the  
24 subcontractor and not charged the prime the



1       \$2000. And that was one time because a company  
2       went bankrupt and just walked off the job for no  
3       reason.

4                   I am realistic, but if you have a  
5       disagreement with your sub, you two can't work it  
6       out, I will not accept that. Okay? So please  
7       note, once you've changed this, there will be a  
8       cost to switch them out, unless the sub's just  
9       out there not doing anything. But then you  
10      should have known that before you hired them as a  
11      sub, with all due respect. Okay?

12                   Now, let's go into the 51 percent  
13      rule. Does anybody in the room that is planning  
14      to bid need to have the percentage of work  
15      lowered, that your company will not do 51 percent  
16      of the total cost? Can I leave that, or do I  
17      need to lower it?

18                   MR. GRAY: That's fine.

19                   MR. GOTTFRIED: Kent?

20                   MR. WARE: It's okay.

21                   MR. GOTTFRIED: You can do this 51  
22      percent of the work no problem?

23                   MR. WARE: I believe so.

24                   MR. GOTTFRIED: Sir?



1 MR. DePAUL: Uh-huh.

2 MR. GOTTFRIED: Then I'm putting it  
3 on record, then, the 51 percent rule will stand.  
4 Your company, if you're bidding this job, will be  
5 required to do 51 percent of the total monetary  
6 value. No need to sublet, change the subletting  
7 out clause.

8 Do you gentlemen have any questions  
9 for me? All right. I'm saying this, and I'm not  
10 trying to open up a can of worms. Please, if you  
11 have another idea, another concern, or something  
12 that could change this so we can get these  
13 buildings up, I need these up by winter, okay?  
14 These are three of our major salt staging areas.  
15 I need to get this done.

16 If you have an idea, feel free to  
17 call me or submit it. I'm not going to share it  
18 with the world. If we do decide to change the  
19 design or allow your design, I will have to put  
20 that in the addendum so that everybody can bid it  
21 accordingly. But if you have a great idea to get  
22 this done, or have something that you see we've  
23 done that can't be done or would be done more  
24 efficiently, please contact me. Immediately.



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This is not our expertise. We build roads, not buildings. I want to make that pointedly clear. I'd much rather this be a bridge than to be a salt barn.

Any other questions? I appreciate you gentlemen making the effort to come out. I look forward to seeing your bids. You gentlemen have a nice day.

(Hearing concluded at 11:04 a.m.)

ORIGINAL



## 1 REPORTER'S CERTIFICATE

2  
3 I, JULIANNE LaBADIA, Registered Diplomat  
4 Reporter and Notary Public, do hereby certify  
5 that the foregoing record, pages 1 through 27  
6 inclusive, is a true and accurate transcript of  
7 my stenographic notes taken on September 6, 2012,  
8 in the above-captioned matter.

9 IN WITNESS WHEREOF, I have hereunto set my  
10 hand and seal this 11th day of September, 2012,  
11 at Wilmington.

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14 *Julianne LaBadia*  
15 ORIGINAL

16 Julianne LaBadia, RDR, CRR  
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